

**EMPLOYEES' DEDICATION AND ORGANISATIONAL  
SUSTAINABILITY IN MAJOR MULTINATIONAL OIL AND GAS  
COMPANIES IN RIVERS STATE, NIGERIA**

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**ABSTRACT**

This study investigated the relationship between employee dedication and organisational sustainability within major multinational oil and gas companies in Rivers State, Nigeria. A random sampling technique was employed, focusing on five prominent companies in the region. The study population comprised eight hundred and fifty-six employees, while the sample included two hundred and seventy-two employees from the purposefully selected firms. The Kendall tau-b test was utilised to evaluate the three formulated hypotheses. A structured questionnaire served as the primary research instrument, which was distributed to respondents from the selected companies in Port Harcourt, enabling the derivation of inferences following the analysis of the findings. The results indicated that employee dedication significantly influences economic, environmental, and social sustainability within the major oil and gas companies in Rivers State. Based on these findings, the study concludes that employee dedication plays a crucial role in promoting organisational sustainability in these firms. Consequently, it is recommended that oil and gas companies in Nigeria implement practices that foster employee dedication, such as team building and professional development, to achieve desired enhancements in environmental, economic, and social sustainability. Additionally, the study discusses other theoretical and managerial implications for enhancing employee dedication and promoting organisational sustainability.

**Keywords:** Economic Sustainability, Employees' Dedication, Environmental Sustainability, Organisational Sustainability, Social Sustainability.

**1.0 INTRODUCTION**

Employees are vital to the functioning and competitiveness of organisations (Khan, 2013). Engaged employees are regarded as invaluable assets (Kumar &

Sia, 2012). Organisations that prioritise employee engagement gain numerous benefits, including enhanced talent retention, stronger customer loyalty, improved performance, and increased stakeholder value (Harter et al., 2002; Bates, 2004; Richman, 2006; Lockwood, 2007; Molinaro & Weiss, 2008; Markos & Sridevi, 2010). Engaged employees tend to have a positive attitude toward their organisation and its values, which leads to better outcomes essential for growth and development (Robinson et al., 2004; Saks, 2006).

A pivotal factor influencing an organisation's success has consistently been the commitment of its employees. Contemporary scholars assert that this factor has gained even greater significance in today's fast-paced environment, where the true source of competitive advantage resides in an organisation's human resources. Empirical evidence suggests that organizations prioritizing the continuous growth and engagement of their employees, as well as fostering their potential, are more likely to adopt sustainable practices, acknowledging the necessity for a stable and enduring operational environment. Indeed, financial stability must be underpinned by robust environmental and social principles.

The employment landscape is transforming significantly (Ibrahim et al., 2020). Several key dynamics are reshaping the role of human resources: an increasing interest among operational managers in steering people strategy; the recognition that an organisation's success and sustainability depend on effective employment practices, leadership dynamics, structural integrity, and procedural efficiency; and the understanding that continuous organisational success will rely upon a company's strategic approach. This underscores the imperative for innovation, adaptability, and the collaborative development of products, human resources, and processes. As a result, organisations are increasingly addressing challenges related to rapid globalisation, intense market competition, constant organisational change, and talent retention to achieve their business objectives. Furthermore, organisations are increasingly expected to focus not only on profits but also on social, environmental, and economic goals (Garavan & McGuire, 2010; Myung et al., 2012; Singal, 2014; Millar & Baloglu, 2011). The projection reinforces this expectation that if the "business as usual" approach continues, we will require resources equivalent to two planets by 2030 to meet our annual demands (World et al., 2012). Organisations are also often viewed as primary contributors to environmental issues (Renwick et al., 2012) and frequently connected to social problems (World et al., 2012).

Organisational sustainability refers to an organisation's ability to positively contribute to sustainable development while delivering economic, social, and environmental benefits (Ibrahim et al., 2020). The structure of a business is crucial for its success in realizing its vision; at its core, an organisation consists of individuals working collaboratively to achieve common goals (McNamara, 2015). Recently, attention has been paid to the impacts of changing demographics, the global market, social inequity, and climate change on organisations. In response, many have sought to implement sustainable practices that positively impact the environment and generate social and financial capital (Wales, 2013).

According to the Chartered Institute of Personnel and Development in London (CIPD, 2012), the critical principle of organisational sustainability is to strengthen environmental, societal, and economic systems within business operations. This principle is crucial for ensuring businesses' long-term health without compromising future generations' needs (Colbert & Kurucz, 2007; Boudreau & Ramstad, 2005). However, numerous instances of corporate misconduct today threaten the ecological, social, and economic survival of nature, humanity, and the planet.

The Global Exchange, an international human rights organisation advocating social, economic, and environmental justice, identifies several organisations with troubling corporate practices. For example, Chevron Corporation, the second-largest oil company in the United States, has been accused of ongoing environmental degradation in its oil extraction activities, affecting regions from the Ecuadorian Amazon to the Arctic Barents Sea and Richmond, California (Global Exchange, 2017). In 2013, an incident involving leaking and exploding gas pipes sent 15,000 individuals from Richmond to nearby hospitals, as chemical exposure elevated the risk of cancer and respiratory diseases (Global Exchange, 2017).

Similarly, Wells Fargo, the largest bank in the world in 2016, was embroiled in a corporate scandal (Global Exchange, 2017) in which 5,300 employees secretly created fake email addresses and forged PINs to open 2 million unauthorised accounts (Egan, 2016; Levine, 2016). This misconduct was driven by pressure to meet sales targets and earn incentives (Egan, 2016). Additionally, Johnson & Johnson, the largest healthcare company globally, has faced multiple lawsuits regarding harmful ingredients in its products for women and children,

significantly impacting customer health. A notable case involved 24,000 women worldwide suing the company over severe complications from vaginal mesh implants. More recently, Johnson & Johnson was ordered to pay \$4.7 billion to 22 women and their families who claimed that asbestos-contaminated talcum powder caused ovarian cancer (Global Exchange, 2018).

These issues undermine sustainability, and awareness is growing around this problem, making organisational sustainability a crucial aspect of modern business models. Sustainability has emerged as a significant societal challenge, prompting organisations to become increasingly aware and concerned. Nevertheless, many contribute to environmental problems through daily operations, leading to substantial impacts. Consequently, organisations have started investing in strategies to improve the environment (Anitha, 2014). Moreover, employees are vital in promoting sustainable company practices (Liu, 2016). It is essential to foster employee engagement and commitment to enhance sustainability efforts, channelling their efforts toward the organisation's operations. Enterprise managers understand the significance of integrating employee commitment values into the workplace and aligning these values with corporate goals. Employee dedication encompasses several key concepts, including mutual commitment, organisational trust, integrity, and effective internal and external communication channels. Research indicates that employee dedication increases the probability of business success by enhancing overall organisational performance, individual productivity, and employee satisfaction regarding their well-being.

The discussion above underscores that there have been numerous studies on the concepts of employee dedication and organisational sustainability. A substantial body of literature explores the connection between these two concepts. This relationship is critical, as it directly influences an organisation's capacity to implement sustainable practices, enhance operational efficiency, and foster a positive workplace culture. Employees who exhibit dedication are more inclined to engage in initiatives that promote environmental responsibility and social equity, thereby contributing to the organization's long-term sustainability objectives.

The implementation of high-performance work systems can attract and retain high-quality employees who demonstrate a dedicated, flexible, and cooperative work ethic. Moreover, employee engagement can cultivate commitment,

increase effort, enhance individual and team performance, and encourage greater involvement in problem-solving and ownership of change. Conversely, factors that bolster commitment can also reinforce employee engagement. Consequently, several studies have concluded that job satisfaction and commitment are precursors to improved organisational outcomes.

While there is supportive evidence regarding the impact of employee dedication on organisational sustainability from company-based case studies, the need for more reliable empirical studies on this topic is urgent. Additionally, most of the existing research has been conducted primarily within a Western context, making it challenging, if not impossible, to generalise the findings to Africa and specifically to the Nigeria context.

To bridge this gap in the management literature, this study investigates the relationship between employee dedication and organisational sustainability within major multinational oil and gas companies in Rivers State, Nigeria. This research is not only significant for the academic community but also for the practical implications it holds for the industry. The present study will examine the argument that a dedicated workforce is essential for achieving organisational sustainability. The main focus research question guiding this study is: Is there a relationship between employee dedication and organisational sustainability within major multinational oil and gas companies in Rivers State, Nigeria?

The purpose of this study includes:

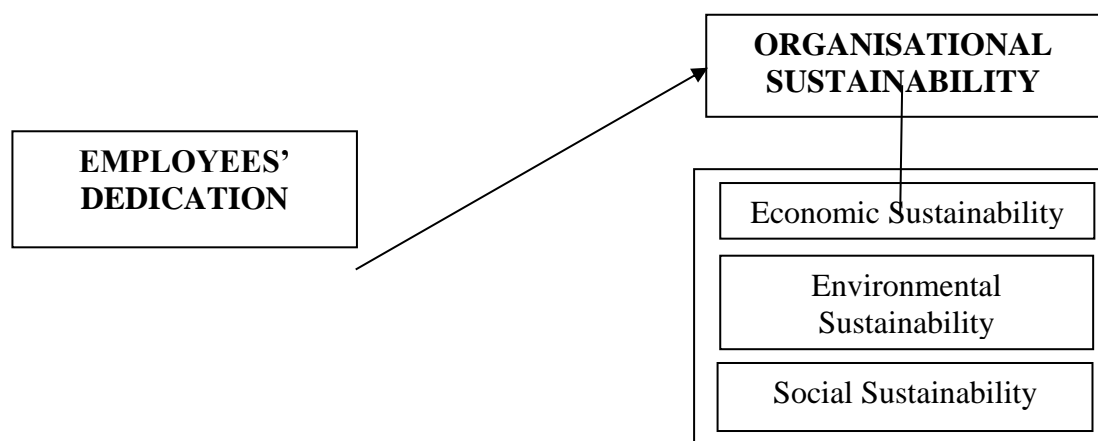
- i. To ascertain the relationship between employees' dedication and economic sustainability in major multinational oil and gas companies in Rivers State.
- ii. To examine the relationship between employees' dedication and environmental sustainability in major multinational oil and gas companies in Rivers State.
- iii. To determine the relationship between employees' dedication and social sustainability in major multinational oil and gas companies in Rivers State.

**H<sub>01</sub>:** No significant relationship exists between employees' dedication and economic sustainability in major multinational oil and gas companies in Rivers State.

**H<sub>02</sub>:** No significant relationship exists between employees' dedication and environmental sustainability in major multinational oil and gas companies in Rivers State.



**Ho<sub>3</sub>:** No significant relationship exist between employees' dedication and social sustainability in major multinational oil and gas companies in Rivers State.



*Source: conceptualized by the Researcher*

**Fig. 1: Conceptual framework showing the Hypothesized Relationship between Employee Dedication and Organizational Sustainability In Major Multinational Oil and Gas Companies In Rivers State.**

## 2.0 LITERATURE REVIEW

### THE CONCEPT OF EMPLOYEES' DEDICATION

Employee dedication was historically established during the Industrial Revolution in the 18th century and has evolved from a focus on loyalty to an emphasis on commitment within management practices. While dedication can encompass various meanings, organisational dedication is generally associated with employees' perceptions of their work as fulfilling, positive, and psychologically significant. The primary objective of these definitions has consistently been to enhance work outcomes. Increased organisational dedication can lead to improved employee performance, as well as reduced absenteeism and turnover. Furthermore, dedication plays a critical role in employee retention, which is essential for the effectiveness and competitive sustainability of organisations.

Employees' dedication refers to a profound commitment to one's work, characterised by a sense of importance, passion, and challenge. This level of engagement fosters positive emotions such as inspiration, significance, pride, and enthusiasm (Gubman, 2004). A dedicated employee is regarded as an asset to the organisation. It is important to note that dedication is distinct from longevity; an employee's age or length of service does not inherently reflect their

level of dedication. Rather, dedication encompasses desire, commitment, ownership, and a continuous pursuit of improvement (Schaufeli & Bakker, 2003). A dedicated employee aligns with the organisation's values and actively works to enhance its image, facilitating both value alignment and organisational commitment.

According to Schaufeli and Bakker (2003), employers play a significant role in cultivating dedication. They can do this by demonstrating genuine interest and care for customers and employees, creating a supportive atmosphere. Rayton and Yalabik (2014) assert that dedication is marked by inspiration, enthusiasm, and high involvement in one's job, deriving a sense of significance from work and feeling both energised and proud (Song et al., 2012). Mauno Kinnunen and Ruokolainen (2007) note that employee dedication shares conceptual similarities with job involvement. The authors describe it as a robust psychological investment or identification of employees' feelings towards their work (MacLeod & Clarke, 2009). Dedication reflects a level of engagement in which employees feel their contributions are valued within the organisation, diminishing their inclination to seek employment elsewhere (Williams et al., 2010).

In summary, employee dedication is characterised by a profound psychological engagement in one's work, along with feelings of significance, enthusiasm, inspiration, pride, and challenge (Mauno, Kinnunen & Ruokolainen, 2007; Schaufeli, Salanova, González-Rom & Bakker, 2002). While definitions of dedication may vary among scholars, it fundamentally refers to the engagement that arises from feeling valued within the organisation, which diminishes the desire to pursue alternative job opportunities (Williams et al., 2010). Dedication involves being inspired, enthusiastic, and deeply engaged in one's job while deriving a sense of significance and feeling proud and challenged (Rayton & Yalabik, 2014; Song et al., 2012).

## ORGANISATIONAL SUSTAINABILITY

The popularity of sustainability is increasing among organizations, individuals, and communities. Shi (2019) noted that sustainability is shifting from natural resource conservation to incorporating the Millennium and Sustainable Development Goals. Duarte (2017) remarked that sustainability learning mainly occurs informally in organizational studies, urging organizations to create

formal systems to enhance this learning. Stoughton (2012) pointed out different perspectives on sustainability, while Bansal (2005) identified it as corporate sustainable development based on environmental integrity, social equity, and economic prosperity. Goodland (1995) defined environmental sustainability as maintaining life-supporting systems and preventing negative impacts on individuals or communities.

Sustainability often aligns with sustainable development (SD), defined in the Brundtland report as economic development that meets present needs without compromising future generations' ability to meet their own. This definition emphasizes intergenerational equity and the importance of improving the quality of life while respecting ecosystem limits (WCU, 1991). Researchers argue that a critical aspect is balancing short-term profit obligations with long-term investments (Bansal & DesJardine, 2014), highlighting that short-term gains may not ensure long-term benefits. Key concepts include the 3Es—environmental protection, economic efficiency, and social equity (Bansal, 2005; Portney, 2003)—and the triple bottom line (TBL) framework (Elkington, 1997), which evaluates social and environmental performance alongside economic results.

To achieve full sustainability, organizations must integrate economically responsible, environmentally sound, and socially equitable practices. However, balancing these three areas is complicated by unclear definitions. The economic aspect focuses on the organization's societal impact, including ethical management and performance indicators such as profitability and operational efficiency. The social dimension relates to health, equity, diversity, community involvement, and charitable efforts (Collin & Collin, 2010). The environmental pillar emphasizes stewardship, sustainable resource use, and biodiversity. A consensus on sustainability definitions and standardized non-financial reporting is not just important, but urgent. Spiliakos (2018) proposed that a sustainable strategy should positively impact at least one area of society or the environment. Neglecting responsibilities can lead to environmental issues and inequality. While organizational sustainability faces hurdles, strategies can alleviate barriers and promote sustainability (Wijethilake, 2017). The interaction of management systems and institutional sustainability efforts can create long-term organizational value. Nonetheless, processing feedback during change is essential as pressures arise from various external and internal influences (Brandi,



2020).

Measures of Organizational Sustainability include economic, environmental, and social aspects. Economic sustainability fosters long-term growth while respecting community dimensions (Dempsey et al., 2011). This concept shifts from traditional growth models to qualitative growth that meets current consumption needs without harming future generations (Purvis et al., 2019). The sustainability focus on economic longevity emphasises a system that operates within resource limits. Economic sustainability acknowledges the finite nature of resources, balancing economic activity with environmental and social responsibilities. It also includes manufactured and financial capital, which are crucial for resource acquisition (Teigiserova et al., 2020). However, definitions remain contentious in the literature (Mathur & Nihalani, 2011).

Environmental sustainability has become a fundamental organisational objective, integrating ethical, social, and economic goals (DuBois & DuBois, 2012; Ones & Dilchert, 2012). Bansal and Roth (2000) illustrated motivations for greening efforts, identifying competitiveness, legitimation, and ecological responsibility as key drivers. Recent studies have documented motivations and barriers to environmental sustainability across larger samples. Natural capital encompasses essential ecosystem services, while environmental sustainability is a balance that meets human needs without exceeding ecosystems' capacity (Zagonari, 2019).

Social sustainability research often references the Brundtland Report, linking human livelihoods to ecological goals (Vallance et al., 2011). It can be approached through three perspectives: development sustainability, bridge sustainability, and maintenance sustainability. Zagonari (2019) emphasised community sustainability's dependence on a society's ability to function effectively. The literature outlines various non-physical factors crucial to social sustainability. Jabareen (2006) noted the importance of diversity, while Dempsey et al. (2011) listed elements such as education, social justice, local democracy, health, and community cohesion. Implementing non-physical sustainability aspects poses challenges due to the complex and dynamic nature of economic processes. Addressing these issues often requires non-authoritarian approaches, making contextual applicability critical.

## EMPIRICAL REVIEW

Ansong et al. (2016) investigated the interrelationship among employee engagement, sustainability, and organisational performance within the southern Delta region of Nigeria. The authors emphasised that effective employee engagement practices enhance the well-being of workers and posited that an organisation's commitment to responsible environmental practices mitigates conflicts with host communities. They further noted that such conflicts can potentially disrupt organisational operations and endanger organisational viability. The authors contended that engaged employees, who are devoted to both economic and environmental responsibility, are pivotal in fostering stakeholder engagement. Their study, which encompassed seven communities in the Niger Delta Region, concluded that employee engagement not only fortifies organisational survival but also promotes sustainability. Additionally, the researchers observed that employee engagement facilitates a balance between economic and environmental sustainability practices, thereby cultivating organisational harmony.

Carroll and Shabana (2010) analyzed corporate social responsibility (CSR) practices that prioritise organisational sustainability and the enhancement of corporate reputation. Their findings suggested that a robust corporate reputation correlates with increased organisational patronage. Consequently, they recommended managers prioritising CSR initiatives to bolster corporate reputation and generate value. Dedication, a critical dimension of employee engagement, underscores an organisation's awareness of and commitment to its responsibilities. These practices contribute positively to building a reputation that enhances value within the industry. Increased creativity, spurred by CSR initiatives, typically leads to improved returns for both shareholders and stakeholders. Furthermore, the researchers indicated that social responsibility strengthens financial performance by nurturing customer loyalty, which, in turn, elevates the organisation's status as a business partner, ultimately supporting corporate longevity. Thus, this research indicates that dedication is a significant factor in enhancing corporate reputation and fostering economic sustainability. In an earlier study, Peterson (2004) found that positive human resource outcomes—attraction, retention, and motivation—arise when employees resonate with their organisation's corporate social responsibility (CSR) initiatives. For example, employees may be motivated to engage in recycling

activities if they believe such behaviours align with their company's environmental objectives. Bansal and Roth (2000) discovered that the interaction between leadership and individual ecological concerns enhances ecological awareness. Organisations that demonstrate a commitment to environmental support may instil a sense of obligation within their employees, prompting them toward altruistic outcomes. Furthermore, such organisations can foster cultures that prioritise environmental sustainability, leading to higher levels of employee socialisation. Employees may exhibit a strong commitment to their organisation if sustainability initiatives are actively emphasised. An increase in affective commitment is associated with enhanced organisational citizenship behaviour (Meyer et al., 1993), suggesting a greater propensity for extra-role performance and a heightened willingness to assist colleagues and customers.

Consistently, elevated levels of affective organisational commitment have been linked to improved employee job performance (Mayer & Schoorman, 1992; Meyer & Allen, 1997), including effective operational cost control (DeCotiis & Summers, 1987). Such improvements may facilitate innovative approaches for reducing waste or optimising packaging to minimise environmental impact. An organisation's commitment to environmental sustainability may also reinforce affective organisational commitment by promoting shared values. Prior research indicates value congruence fosters satisfaction and commitment (Chatman, 1991; O'Reilly et al., 1991). Consequently, when employees perceive that their organisation's dedication to environmental sustainability aligns with their personal values, their affective organisational commitment is likely to augment. This research suggests that such dedication enhances environmental sustainability.

Businesses are generally recognised as having three critical internal and external stakeholders: employees, customers, and communities (Brulhart et al., 2019; McLennan & Banks, 2019). Responsible businesses endeavor to create both economic and social value by aligning their corporate objectives with conscientious stakeholder management and environmental accountability. While it is acknowledged that businesses must generate profit to sustain operations, it is crucial to evaluate whether they inadvertently undermine the needs of the society within which they operate, potentially harming the environment (Carroll & Shabana, 2010). The success of any corporate social

responsibility (CSR) initiative is heavily contingent on its implementation (Halme & Laurila, 2009). The community must also be considered, as its networks can challenge businesses and often incentivise the adoption of CSR policies (Skouloudis et al., 2015).

An expanding body of research has examined the relationship between ethical responsibility and business financial success, identifying a positive correlation (Roberts & Dowling, 2002). These studies indicate that an organisation's commitment to ethical responsibility may mitigate legal disputes and inform decisions regarding which initiatives to prioritise to meet stakeholder expectations, ultimately enhancing the organisation's financial performance. Roberts and Dowling (2002:1097) assert that "corporate social responsibility is valued in and of itself; clients value relationships and transactions with highly reputed firms." Furthermore, they observed that employees may be willing to accept lower wages to work for a recognised organisation, which can lead to decreased associated costs due to their commitment to ethical practices (Roberts & Dowling, 2002). This research implies that such dedication contributes to the advancement of social sustainability.

### 3.0 METHODOLOGY

The research design constitutes the overarching plan, structure, and strategy employed to conduct an investigation. It encompasses the specification of methods and procedures necessary to collect the requisite information to address the research problem. This study adopted a correlational research design, which seeks to identify relationships between variables through the application of correlational statistics. A correlational research design assists in determining the degree to which two variables are related. As noted by Creswell (2009), correlational research does not establish causality but rather indicates an association between two or more variables.

For this study, the population comprises all multinational oil and gas companies operating in Rivers State. According to the Nigerian Upstream Petroleum Regulatory Commission, there are twenty-four (24) multinational oil and gas companies in Nigeria engaged in oil exploration. The researcher did not limit the study solely to oil-producing companies; oil servicing companies were also included. In Port Harcourt, Rivers State, there are three major multinational oil exploration companies and two significant multinational oil and gas servicing

companies. The classification of the major multinational oil exploration companies is based on their daily oil production volumes: Shell (30%), Total (10%), and NAOC (5%). The servicing companies' classification as major is determined by the range and types of services rendered.

Only direct employees of the major multinational oil and gas companies in Rivers State were included to ensure homogeneity in the sampling process. The five (5) major multinational oil and gas companies collectively employ a total of eight hundred and fifty-six (856) individuals.

**Table 1: Table showing Population distribution**

S/N	Multinational Oil and Gas Companies	The employee population of the companies
1	Total E & P	225
2	SPDC (Shell)	237
3	Nigeria Agip Oil Company	138
4	Schlumberger	129
5	Halliburton	127
	<b>Total</b>	<b>856</b>

*Source: Nigerian Upstream Petroleum Regulatory Commission (NUPRC)*

The study's sample was designed to represent the workers in the major multinational oil and gas companies in Rivers State. Adentwi and Amartei (2012) maintained that sampling is the process of selecting a portion of a given population to represent the entirety of that population. The researcher employed the simple random sampling technique, wherein sampling units are randomly selected to represent the target population (Baridam, 2001). Eight hundred and fifty-six (856) employees were sampled from five (5) major multinational oil and gas companies in Rivers State. Taro Yamane's formula determined the total sample size from the accessible population. The total sample size was calculated mathematically using Taro Yamane's formula, as shown below.

$$n = \frac{N}{1+N(e)^2}$$

Using the proportional sample, the sample size was obtained as follows:

Where  $n$  = Desired Sample size

$N$  = Population size

$I$  = Constant



$$\begin{aligned}
 e &= \text{Degree of error expected.} \\
 \text{Therefore: } N &= 856 \\
 e &= 5\% = 0.05 \\
 \text{Thus: } n &= ? \\
 n &= \frac{856}{1+856(0.05)^2} \\
 &= \frac{856}{1+856(0.0025)} \\
 &= \frac{856}{3.14} \\
 n &= 272
 \end{aligned}$$

The sample size for this study is two hundred and seventy-two (272).

The individual major oil and gas companies' sample size is scientifically determined and distributed for each of the companies in Port Harcourt respectively using Bowley's (1964) formula as follows:

$$n_h = \frac{N_h * n}{N}$$

Where:

$n_h$  = Sample size for each organisation

$N_h$  = Population size for each company

$N$  = Total population size

$n$  = Total sample size

**Table 2: Table showing Sample Size distribution**

S/N	Multinational Oil and Gas Companies	Employees Population	Sample Size
1	Total E & P	225	71
2	SPDC (Shell)	237	75
3	Nigeria Agip Oil Company	138	44
4	Schlumberger	129	41
5	Halliburton	127	41
	Total	856	272

**Source:** Nigerian Upstream Petroleum Regulatory Commission (NUPRC)

The data for this study were obtained exclusively from the primary source, specifically the research questionnaire. The questionnaire was designed with a straightforward structure, deliberately avoiding complex questions. The study

variables, encompassing both predictor and criterion variables, were assessed using a 5-point Likert-type scale (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree). The research instrument incorporated multiple-choice and closed-ended questions. The Kendall test statistic was utilised to test the hypotheses, employing the Statistical Package for the Social Sciences (SPSS), version 25. The ordinal nature of the collected research data justified the choice of Kendall statistics. This analytical approach was selected to ascertain a monotonic relationship between the variables under investigation.

## 4.0 RESULTS

**Table 3: Response Rate**

<i>Copies of the Questionnaire were distributed and returned.</i>	<i>Number</i>	<i>Percentage</i>
Number of Distributed Questionnaire	272	100%
Number of Valid Retrieved Questionnaire	262	96.3%
Number of Retrieved Unusable Questionnaire	3	1.1%
Number of Unreturned Questionnaire	7	2.6%

*Source: Field Survey*

The response rate for the distributed questionnaire indicated that out of the two hundred and seventy-two (272) copies distributed, two hundred and sixty-two, 262 (96.3%) were the respondents from which the inferences were drawn for this research work. The unusable copies of the questionnaire were wrongly filled responses, and some were even left empty. The total of copies of the unusable questionnaire was one, 3 (1.1%), while seven, 7 (2.6%) copies of the questionnaire were not retrieved.

### Statistical Testing of Hypotheses

***Ho<sub>1</sub>:*** No significant relationship exists between dedication and economic sustainability in major multinational oil and gas companies in Rivers State.

***Ho<sub>2</sub>:*** No significant relationship exists between dedication and environmental sustainability in major multinational oil and gas companies in Rivers State.

***Ho<sub>3</sub>:*** No significant relationship exists between dedication and social sustainability in major multinational oil and gas companies in Rivers State.

**Decision rule:** The decision rule which applies to all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject the hypothesis on the basis or evidence of a significant relationship; and where  $P > 0.05$ , accept the hypothesis based on an insignificant relationship between the variables. The extent of influence is,

on this basis, assessed using the rho interpretations provided by Bryman and Bell (2003):

**Table 4: Description of the Range of correlation (tau-b) values and the corresponding level of association**

Range of tau-b with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

**Source:** Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The positive (+) sign in the values of (*tau-b*) indicates a positive relationship, while the negative (-) sign in the value of (*tau-b*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *tau-b* explains the direction of association between the two variables. The above table forms our yardstick for determining the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong, as seen in table 4.

**Table 5: Correlations matrix between employee dedication and the measures Organizational Sustainability**

		Dedication	Environmental Sustainability	Social Sustainability	Economic Sustainability
Kendall's tau_b	Correlation Coefficient	1.000	.813**	.831**	.654**
	Sig. (2-tailed)	.	.000	.000	.000
	N	262	262	262	262
	Environmental Sustainability	.813**	1.000	.782**	.657**
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.	.000	.000
	N	262	262	262	262
	Social Sustainability	.831**	.782**	1.000	.573**
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.000	.	.000
	N	262	262	262	262
	Economic Sustainability	.654**	.657**	.573**	1.000
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.000	.000	.
	N	262	262	262	262

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 5, a significant positive relationship exists between employees' dedication and the dimensions of organisational sustainability: economic sustainability ( $\beta = 0.654, p < 0.05$ ), environmental sustainability ( $\beta = 0.813, p < 0.05$ ), and social sustainability ( $\beta = 0.831, p < 0.05$ ). The data analysis indicates a strong positive and significant relationship between employees' dedication and the dimensions of organisational sustainability (economic, environmental, and social sustainability, respectively) in major multinational oil and gas companies in Rivers State. Since the probability statistics show a value of 0.000, which is less than 0.05, at a 95% confidence interval, the null hypotheses were rejected, and their alternative forms were accepted. Ho1, Ho2, and Ho3 were not supported. This indicates that "there is a significant relationship between employees' dedication and the dimensions of organisational sustainability (economic, environmental, and social sustainability, respectively) in the) in major multinational oil and gas companies in Rivers State." Based on these findings, the study concludes that employees' dedication significantly enhances economic, environmental, and social sustainability, respectively, in the in major multinational oil and gas companies in Rivers State.

## DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This study examined the relationship between employee dedication and organisational sustainability in major multinational oil and gas companies in Rivers State, Nigeria. The result of data analysis revealed a positive and significant relationship between employee dedication and the measures of organisational sustainability (economic sustainability, environmental sustainability and social sustainability) in major multinational oil and gas companies in Rivers State. Based on this finding, the study concludes that employees' dedication significantly promotes economic, environmental, and social sustainability in the major multinational oil and gas companies in Rivers State.

To start with, the impact of employee dedication on organisational sustainability is rooted in ethical self-sustainability, as employees feel respected and believe that their organisation acts in their best interests. Ethical self-sustainability implies that individuals maintain their survival while enjoying a certain quality

of life. Findings from the current study indicate that employee dedication accounts for a significant portion of the variance in organisational sustainability. Notably, organisations exhibiting high levels of dedication prioritise ethical practices, which, in turn, motivates employees to contribute their best efforts to the organisation. Consequently, fostering employee commitment, particularly among highly dedicated individuals, can assist organisations in achieving sustainable competitive advantages. Committed employees are more likely to engage in sustainable practices, thereby enhancing an organisation's capacity to develop HR self-sustainability through external inputs such as recruitment and training, resulting in a healthy, dedicated workforce that demonstrates adaptability, reliability, and competence.

The concept of sustainability is increasingly integrated into human resource management. HR typically supports sustainability issues and developmental opportunities into an organisation's strategic direction by focusing on individuals rather than solely on their skills, personalities, or technical abilities. The present study's findings are substantial evidence that again demonstrates the connection between employee dedication and organisational sustainability, underscoring how businesses can leverage this relationship.

Research often frames the benefits of employee dedication, loyalty, or commitment in terms of cost containment—such as reduced hiring and training expenses, decreased absenteeism and turnover, the resolution of costly issues, and improved performance. However, over time, effective HR function of staffing can contribute to strong sustainability. Long-term benefits include increased revenue, heightened client satisfaction leading to sustainable operations, and an enhanced capacity for innovation and change.

Based on the findings and conclusion above, the study recommends that, to attain desired improvements in the applicability of environmental sustainability, economic sustainability and social sustainability, major multinational oil and gas companies should effectively apply the employee dedication techniques (ie, team building and development, combined learning).



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